2012-2013

Sustainable Development Report

Here's to a healthy planet

SAQ

2 More intensively showcase the Quebec product category
4 Continue the efforts to mobilize employees and implement practices and tools that favour a healthy, safe, open and inclusive workplace
6 Apply the Responsible Procurement Policy by integrating it all along the supply chain
8 Better understand responsible practices in the wine field and consumers' expectations in this regard
10 Favour light glass containers
12 Encourage research and development
14 Increase energy efficiency in SAQ buildings
16 Increase energy efficiency in transport operations
18 Apply the best eco-responsible practices in the design, construction, operation and management of SAQ buildings
20 Manage residual materials in accordance with the 4R-D principle (reduction, reuse, recycling, recovery and disposal)
22 Implement the environmental management system
24 Minimize the impact of packaging
26 Ensure that the persons in charge of SAQ-sponsored events take all necessary measures to recover the alcoholic beverage containers and containers used for serving
30 Maintain the responsible selling of beverage alcohol
32 Implement practices and activities in accordance with the provisions of the Policy for an Eco-responsible Government
34 Implement activities that contribute to realizing the government awareness and training plan for public administration personnel
36 Inform the target audiences of the SAQ's achievements in sustainable development
38 Optimize occupational health and safety management
40 Encourage employees' social involvement

The SAQ submitted its new 2013–2015 Sustainable Development Action Plan last year. In doing so, it committed itself to implementing initiatives that are aligned with the main directions of the Government Sustainable Development Strategy 2008–2013 and also reflect the business environment in which it operates.

Over the next three years, the company intends to continue fulfilling most of its earlier commitments through "operational" actions and to take new "strategic" actions that will enable it to attain four new objectives closely related to its 2013–2015 Strategic Plan: offer products and services aligned with customers' needs; improve productivity and performance; optimize the supply chain; and continue developing new business opportunities.

The SAQ's involvement in sustainable development will mainly take the form of actions relating to the glass chain. In this field, the largest challenge facing the company is to help add value to the glass containers it sells.

The result of the enthusiastic participation of several stakeholders, this report presents the accomplishments that, in fiscal 2012–2013, helped strengthen the SAQ's position as a responsible company.

Objectives

Government objective retained[1]:

Strengthen the viability and resilience of urban, rural or territorial communities and native communities

Organizational objective:

Offer products and services aligned with customers' needs

Action

More intensively showcase the Quebec product category

Indicator

Percentage of sales

Target

Sales growth at least 5% higher than the SAQ's overall sales growth

This year's result

13.55%

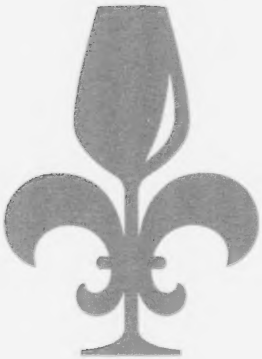
1. **Quebec's Agenda 21 for Culture**

   Objective 11. Recognize and promote culture as a driver of sustainable economic development at the local, regional and national levels. Highlight the economic impact of Quebec culture. Create new models of economic support for culture and for promoting patronage. Encourage cultural entrepreneurship in all of its forms. Support Quebec's cultural presence on the international stage and make it a part of local and regional economic planning.

   Objective 15. Recognize cultures' role as a source for practices, knowledge, and traditions that help protect and stimulate biological and cultural diversity. Take the territory and the environment into consideration as part of every culture endeavor.

   Objective 16. Recognize and promote regional artistic expression and cultural specificities by encouraging diversified, locally anchored production to avoid cultural standardization.

- A trade mission to France and Switzerland with 12 cider makers was organized to consolidate the participants' expertise in agritourism and know-how in the production of quality sparkling ciders and to gain a clearer understanding of the cooperative system in the Valais region.
- A 25-month pilot project involving the regionalization of Quebec products was carried out. To increase the availability of quality products made by Quebec artisans, the outlets offered four additional products to customers. During the three-month trial period, sales of these products increased 15%. The trial will be expanded and repeated.
- Support was provided to the Quebec department of agriculture, fisheries and food (MAPAQ) for developing the *À la route Québec* advertising campaign, which encourages customers to visit Quebec farms and estates that make beverage alcohol products.
- A training session was held to help employees better understand Quebec beverage alcohol products and encourage them to drop any misconceptions that the products are of a lesser quality than their imported counterparts. Presented in the form of a speed tasting, the session enabled the participating employees to meet local artisans at workshops focusing on the efforts made by the SAQ to support Quebec producers and, more broadly, winemaking in Quebec and to provide background on Quebec cider making.



Objectives

Government objective retained:

Increase productivity and the quality of jobs using measures that are ecologically and socially responsible

Organizational objective:

Improve productivity and performance

Action

Continue the efforts to mobilize employees and implement practices and tools that favour a healthy, safe, open and inclusive workplace

Indicator

Employee mobilization index (EMI) (triennial)

Target

A result that is improving and at least equal to the benchmark

This year's result

+24 (versus +19 in 2009)[2]

2. In 2009, the EMI of +19 indicated a mobilization level in the starting-up range. The +24 index obtained in 2012 indicates that the employees are now in the accelerating range.

- A second EMI survey of all SAQ employees was conducted to measure their level of motivation around work. With a participation rate of nearly 67%, the index rose from +17 in 2009 to +24 this year, painting a positive portrait of employees' motivation and commitment. This progress places the SAQ alongside Quebec's largest corporations.
- The Destination Leadership program was implemented to move the management culture toward proximity leadership. Ensuring the organization's continued success will be accomplished by developing its managerial employees and gaining a thorough understanding of the constantly changing business environment.
- A partnership process was set up with the technical and professional employees' union (SPTP) based on trust, joint problem solving, communication and teamwork. The process led to the creation of an operating framework aimed at solidifying relations between the SPTP and SAQ senior management. Monthly meetings are held to discuss ongoing and future activities and the possible challenges facing each division.
- Twenty-nine virtual training courses for outlet network and administrative employees were made available on the SAQ's online training platform (Espace formation SAQ). Thirty-eight percent of training courses are now offered online.
- A performance management program for technical and professional employees was implemented to better measure and recognize their contribution to the company's success. Growing out of the work of the SAQ-SPTP joint committee, the initiative is playing an essential role in developing, motivating and increasing the commitment of employees in addition to contributing to the company's performance.

Objectives

Government objective retained:

Apply environmental management measures and an eco-responsible procurement policy within government departments and agencies

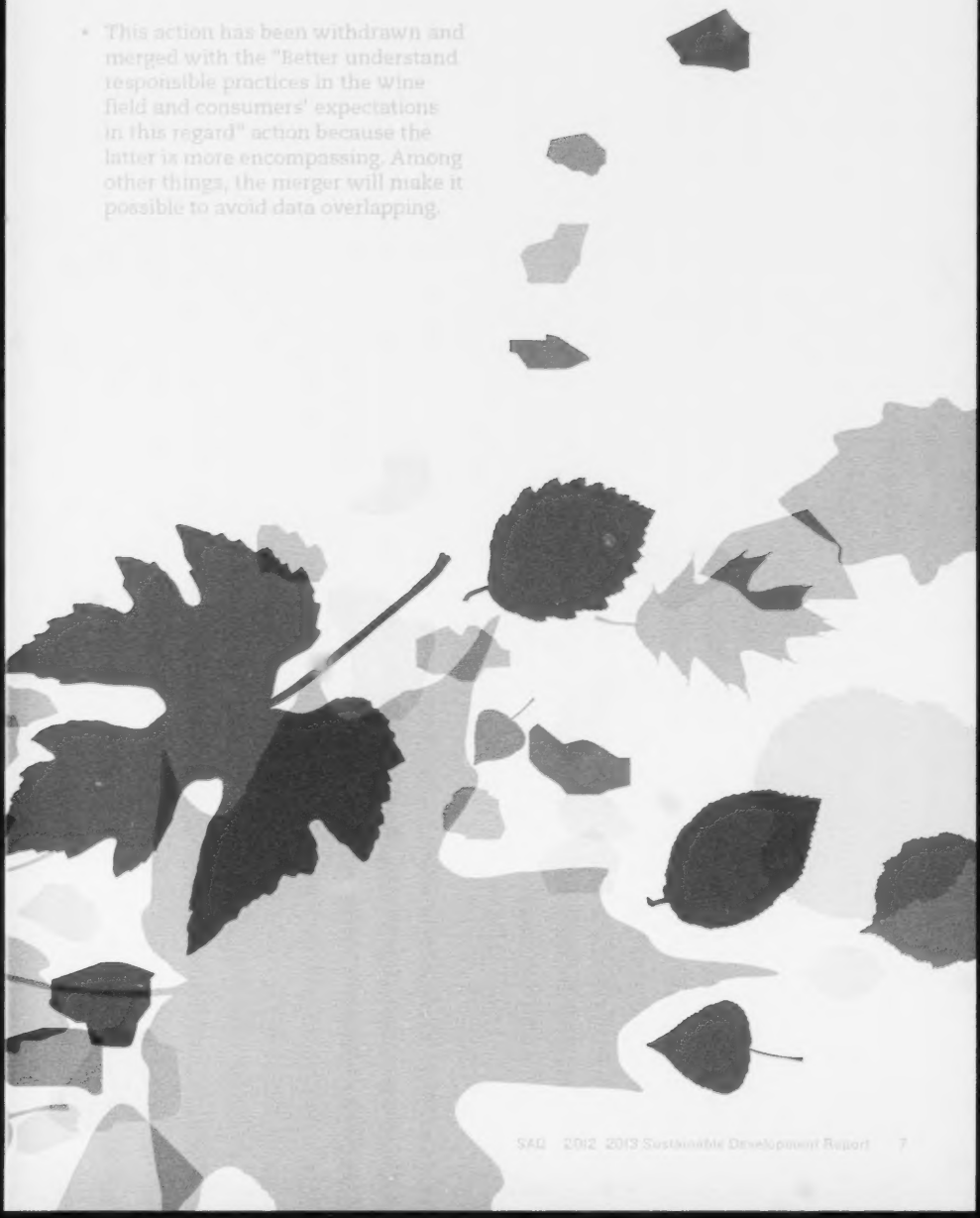
Organizational objective:

Optimize the supply chain

Action

Apply the Responsible Procurement Policy by integrating it all along the supply chain

- This action has been withdrawn and merged with the "Better understand responsible practices in the wine field and consumers' expectations in this regard" action because the latter is more encompassing. Among other things, the merger will make it possible to avoid data overlapping.



Objectives

Government objective retained:

Provide the reference points required to make enlightened, responsible consumer choices and promote goods and services certification

Organizational objective:

Optimize the supply chain

Action

Better understand responsible practices in the wine field and consumers' expectations in this regard

Indicator

Percentage of regular product suppliers who demonstrate responsible practices

Target

Larger percentage of suppliers than in the preceding year

This year's result

Based on self-reports, approximately 35% of regular wine suppliers have adopted "responsible" practices[3].

3 The self-reports will be validated in fiscal 2013–2014 in order to determine the actual percentage of employers with responsible practices.

- A survey of the responsible practices of all suppliers of regular wines was carried out to gain an overview of the international market and the current level of commitment. "Responsible" practices are defined as relating to the type of farming used, the implementation of environmental management (water, energy, waste, greenhouse gases), sound human resources management (human rights, occupational health and safety) and any other overall sustainable development process. The collected information comes from self-reports made by suppliers on their websites. At this point, no official validation has been performed.
- A life-cycle analysis has been carried out to determine wine's environmental and socio-economic profile and identify "hot spots," such as the stages, procedures, processes and behaviours of companies that are most likely to be harmful. Based on the results, environmental and social criteria will be defined and points awarded to the suppliers that have the best practices with an eye to eventually highlighting the suppliers' products in outlets by means of a logo.
- A survey of the main environmental labelling initiatives in Europe and North American in the retail sector was carried out. The goal of the process was to inventory the types of labelling used, the product evaluation methods and the retained hot spots. The research made it possible to carry out a critical analysis of the best practices and produced a number of recommendations regarding the key factors to be taken into account should the SAQ decide to set up an environmental labelling system.
- Customers were consulted about their perception of so-called responsible products, their reaction to an SAQ "responsible wine" certification process and the eventual impact of such certification on their purchasing behaviour.
- The new product selection grid was reviewed and the sustainable development criteria were amended: environmental management practices (related certifications), organic agriculture certification, local bottling and container weight.

Objectives

Government objective retained:

Increasingly reveal the externalities associated with goods and services production and consumption

Organizational objective:

Continue developing new business opportunities

Action

Favour light glass containers

Indicator

Percentage reduction in the average weight of regular product containers

Target

20% reduction by 2017 (compared with 2010)

This year's result

15% reduction

- Fiscal 2012-2013 will serve as the reference year for quantifying the average weight for regular wine containers. A total of 1,315 product containers were weighed in the SAQ laboratory during the fiscal year. The results obtained showed that 195 regular wines are already packaged in lightweight containers (weighing less than 420 g).
- A bulletin was sent to agents and suppliers in the fall of 2012 to apprise them of the SAQ's intentions regarding light glass and responsible procurement. A second bulletin was sent in January 2013 to inform them of the weight of their containers and of other products in the same categories, making peer comparisons possible.

Objectives

Government objective retained:

Support research and new practices and technologies contributing to sustainable development and maximizing its spinoffs in Quebec

Organizational objective:

Continue developing new business opportunities

Action

Encourage research and development

Indicator

Amount invested annually in research and development

Target

$300,000

This year's results

$100,000 to the Interuniversity Research Centre for the Life Cycle of Products, Processes and Services (CIRAIG)

$200,000 to the Chaire SAQ de valorisation du verre dans les materiaux at the Université de Sherbrooke

Nearly $184,000 for projects to reuse mixed glass in concrete slabs

- After seven years of work, the SAQ is the first company in the world to integrate glass powder and aggregates into concrete for floors, sidewalks and paving stones. This year, concrete slabs were poured in 11 outlets and one administrative building, replacing a large portion of the natural limestone aggregates and cement that would have been incorporated into a conventional concrete blend. The addition reduced the quantities of quarried raw materials used to construct the building and thus the greenhouse gas (GHG) emissions that would have been generated in processing the materials. The surface is polished and buffed, making the glass fragments visible and eliminating the need for a covering on the sales floor. This initiative has allowed the equivalent of 1.7 million glass bottles to be reused.
- The SAQ, in cooperation with the Tri-centris sorting centre and the Chaire SAQ de valorisation du verre dans les matériaux at the Université de Sherbrooke, received a sustainable development award at the Cantech competition in March 2012 for its innovation in glass processing.
- Each year, the Quebec and Eastern Ontario chapter of the American Concrete Institute, in collaboration with the Cement Association of Canada, presents the Prix au Mérite to an individual or organization whose innovative actions have contributed to the appreciation of concrete and the advancement of its use. This year, the selection committee gave the award to the SAQ for its efforts in developing technology for incorporating recycled glass into the manufacture of concrete. The honour was presented as part of the *Progrès dans le domaine du béton* workshop, which gave people from the industry insight into the many uses of cement concrete.

Area of intervention: Environment

Government objective retained:

Increase the share of renewable energies with less environmental impact (biofuels, biogas, biomass, solar energy, wind energy, geothermics, hydro-electricity, etc.) in Quebec's energy consumption

Action

Increase energy efficiency in SAQ buildings

Indicator

Energy consumption in SAQ-owned buildings (GJ/m^2)

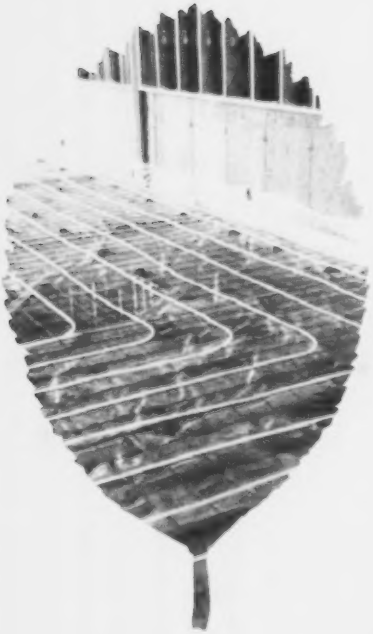
Target

0.87 GJ/m^2 by 2015

This year's result

0.85 GJ/m^2

- A geothermal heating and air-conditioning system was installed in a new building with a surface area of more than 15,000 square feet. The first of its type at the SAQ, the project lowered energy consumption to 0.57 GJ/m², 43% less than for a similar building compliant with the 2011 National Energy Code of Canada for Buildings (NECB).
- Induction lighting, which reduces power consumption by nearly 50% and whose components have a 15-year life span, was installed at head office. This lowered maintenance and power costs while providing significantly brighter lighting.
- A major project to check heating and air-conditioning systems was carried out, leading to a 7% reduction in power consumption at the Montreal distribution centre. The SAQ's largest building, the distribution centre also consumes the most energy. The decrease in power consumption made the project one of the most profitable at the SAQ since the launch of the energy efficiency program in 2004.
- The operation of the SAQ laboratory's ventilation system was exhaustively reviewed. Intelligent management of the ventilation flow will make it possible to avoid waste when the laboratory isn't being used.
- Modulating infrared heating systems, the most energy efficient on the market, were installed in the interior delivery/shipping court at the Montreal distribution centre.



Area of intervention: Environment

Government objective retained:

Increase the share of renewable energies with less environmental impact (biofuels, biogas, biomass, solar energy, wind energy, geothermics, hydro-electricity, etc.) in Quebec's energy consumption

Action

Increase energy efficiency in transportation operations

Indicator

Number of cases transported per litre of fuel consumed

Target

2.5% improvement by 2015 (compared with 2011)

This year's result

18.7% cases/litre (5.79% improvement)

- Two hybrid straight trucks were acquired. The SAQ now has six diesel-electric trucks, making it, among Canadian companies, the owner of the largest hybrid fleet. The results obtained since 2009 show a 24% fuel savings for the hybrid vehicles compared with similar diesel-only trucks.
- Installation of roof mounted air shields on all new road tractors and aerodynamic skirts on all new trailers continued. This initiative has achieved fuel savings of up to 5%.
- Thirteen 53 foot tri-axle trailers with an increased load capacity were added, allowing on average an additional four pallets to be carried.
- Older technology was maintained using Performance Innovation Transport (PIT) and Energotests.
- Potential fuel consumption gains resulting from the addition of additives were analyzed.
- In cooperation with Natural Resources Canada, an eight hour classroom training session was offered to Montreal and Quebec City-based drivers to improve their overall driving behaviour, particularly with respect to saving fuel.

Area of intervention: Environment

Government objective retained:
Promote reduction in the amount of energy, natural resources and materials used to produce and market goods and services

Action

Apply the best eco-responsible practices in the design, construction, operation and management of SAQ buildings

Indicators
Percentage of renovation and construction projects that integrate eco-responsible criteria
Number of outlets and administrative buildings that have applied for environmental certification
Targets
100% of renovation and construction projects include eco-responsible criteria
By year-end 2016, have submitted 25 applications for environmental certification for the outlet network and administrative buildings
This year's results
100% of renovation and construction projects included eco-responsible criteria
Environmental certification applications were submitted for five outlets
One administrative building (the Tellier building) is currently being assessed for environmental certification

- LEED Canada-CI Silver certification was obtained for the SAQ Sutton outlet.
- Eco-responsible choices were made for the expansion of the Tellier Street administrative building in Montreal. Examples include geothermics, Greenguard-certified furnishings, ceiling tiles and carpeting containing nearly 70% recycled materials, low-VOC (volatile organic compounds) paint, a white roof, floor-to-ceiling windows providing natural light, a bicycle shelter and a floor incorporating recycled glass.
- Eco-responsible measures were also adopted for the project to renovate and adapt an old building for new users: implementation of a recovery plan for residual materials from the construction site, specification of ecological materials, reuse of furnishings (restoration of work stations more than 20 years old and of existing countertops, reuse of other countertops from SAQ outlets). A pilot project also led to the manufacture and use, for the first time ever, of a recycled glass-based primer sealer on the building's interior walls.

Area of intervention: Environment

Government objective retained:

Promote reduction in the amount of energy, natural resources and materials used to produce and market goods and services

Action

Manage residual materials in accordance with the 4R-D principle (reduction, reuse, recycling, recovery and disposal)

Indicator

Recovery rate of residual materials generated in house

Targets (by 2015[5])

Recover 70% of residual paper, paperboard, plastic, glass and metal (fibre and MGP)

Process 60% of residual putrescible organic materials (e.g. by composting)

This year's result

Overall, 85.8% of the residual materials generated in house were recovered.[6]

More specifically:

paper, paperboard, glass and metal: 82.1%

organic materials: 95%

putrescible: 38.1%

non-putrescible (wood): 97.5%

5. This target is taken from the 2011–2015 Quebec Residual Materials Management Policy.

6. The results compiled as part of the characterization studies carried out in 2012 concern the performance of the Montreal and Quebec City distribution centres.

- Residual materials characterization was performed for the two distribution centres (Montreal and Quebec City).
- A new integrated residual materials management plan was submitted (continuous improvement of current systems).

Area of intervention: Environment

Government objective retained:

Apply environmental management measures and an eco-responsible procurement policy within government departments and agencies

Action

Implement the environmental management system

Indicator

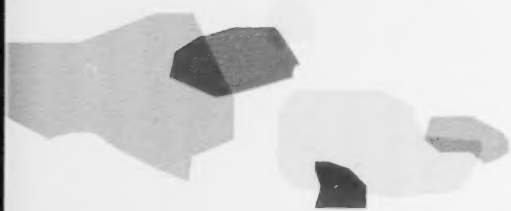
Number of notices of violation of the regulations

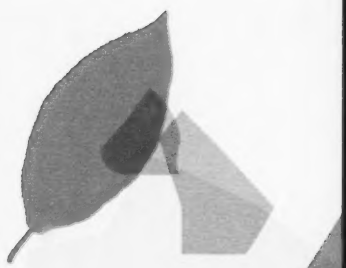
Target

No notice of violation

This year's result

No notice of violation





- A new environmental compliance audit for the two distribution centres (Montreal and Quebec City) was carried out.
- Environmental management training was provided to all key stakeholders.

Area of intervention: Environment

Government objective retained:

Increasingly reveal the externalities associated with goods and services production and consumption

Action

Minimize the impact of packaging

Indicator

Total weight of materials (containers and print materials) in kilograms (kg) as per the *Regulation respecting compensation for municipal services provided to recover and reclaim residual materials* (c. Q 2, r. 10)

Target

Reduction in the total weight (kg) of containers and printed matter compared with the preceding year

This year's result[7]

Containers: 93,139,040 kg

Printed matter: 960,063 kg

7 Weights reported in 2011: containers (96,625,220 kg) and printed matter (960,063 kg)

- The SAQ contributed to the funding for the installation of a Quebec-manufactured machine that allows fine glass particles to be removed in the early stages of the materials sorting process at sorting centres. This technological solution adds value to glass while keeping it from contaminating other materials such as paper and paperboard. This important innovation for glass processing by sorting centres was announced by the SAQ, Tricentris, Cascades and the Quebec department of sustainable development, the environment and parks (MDDEP) in April 2012.
- The company joined the bacs + group created at the instigation of Éco Entreprises Québec, whose mission is to demonstrate the effectiveness and efficiency of selective collection.
- A 94% recovery rate was achieved for SAQ containers in the residential sector due to the Quebec public's involvement in municipal selective collection programs.

Area of intervention: Environment

Government objective retained:

Promote reduction in the amount of energy, natural resources and materials used to produce and market goods and services

Action

Ensure that the persons in charge of SAQ-sponsored events take all necessary measures to recover the alcoholic beverage containers and containers used for serving

Indicator

Annual percentage of sponsored events whose persons in charge recover the alcoholic beverage containers and glasses used for service

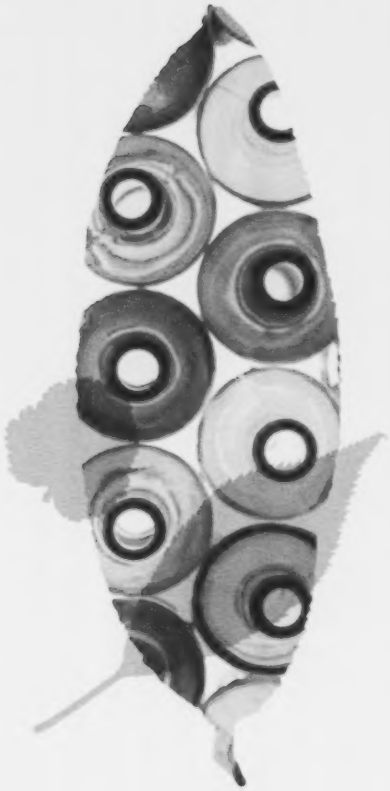
Target

100% of sponsored events

This year's result

100% of sponsored events

- An environment-related eligibility criterion was to the online sponsorship application form.
- A report on the sustainable development initiatives put in place for events is now required. The report must be submitted by the organizers at the post mortem meeting with the SAQ.
- Similarly, all recipients of an event sponsorship are now required to have signed the SAQ's Sales Ethic document before the event begins.



Area of intervention: Sales ethic

Government objective retained:

Continue developing and promoting a culture of prevention and define conditions that are beneficial for health, safety and the environment

Action

Maintain the responsible selling of beverage alcohol

Indicator

Sales ethic application rate during half-yearly visits by underage mystery customers

Target

100% application rate

This year's result

91.2% application rate

- In partnership with the outlet and office employees union (SEMB), the outlet sales ethic procedure was updated in order to launch a joint problem-solving process and develop a joint strategy for improving the application rate in the outlet network.
- Several information and awareness tools for employees and customers were used to increase the sales ethic application rate. For example:
  - online training on the procedure to follow when applying the sales ethic (new employees trained upon hiring, refresher on the concepts learned by all employees already on the job, training adapted to outlet managers);
  - information sheets are available at checkout counters for customers who want to learn more about the sales ethic;
  - floor stickers tell customers to prepare to be carded;
  - messages are displayed on cash register screens;
  - radio and television commercials (Vrak TV, Teletoon, MusiquePlus, Télé-Québec, Ztélé and RDS) are broadcast, mainly during high-risk periods such as back to school, spring break and prom season.

Area of intervention: Procurement

Government objective retained:

Apply environmental management measures and an eco-responsible procurement policy within government departments and agencies

Action

Implement practices and activities in accordance with the provisions of the Policy for an Eco-responsible Government[8]

Indicator

Percentage (in monetary value) of contracts worth $200,000 and over to which the responsible procurement guides are applied

Target

100%

This year's result

N/A

8. Essential activity under the *Government Sustainable Development Strategy 2008-2013*.

- A directive was developed specifying that any person authorized to purchase goods or services will be responsible for checking whether the company has established minimum responsible procurement criteria for the type of goods or service to be purchased.
- Seventeen purchasing guides were prepared to facilitate the work of persons procuring any type of goods or services specified by the government and identified as entailing a responsible procurement risk. The guides detail the minimum criteria to be met and the best practices to follow and will make it easier for procurers to obtain the information necessary for selecting goods and services that comply with the directive respecting the responsible procurement of goods and services.
- Classroom training on the company's responsible procurement approach was offered to all management boards and to the main procurers of all types of goods covered by the purchasing guides.
- A governance structure specifically focused on the responsible procurement of goods and services was implemented; a policy committee and a steering committee, comprised of representatives of the main departments affected, are responsible for developing and approving the process's main directions.

Area of intervention: Communication

Government objective retained:

Make people increasingly aware of the sustainable development concept and principles. Promote knowledge and experience sharing in this area and assimilate the knowledge and know-how facilitating its implementation.

Action

Implement activities that contribute to realizing the government awareness and training plan for public administration personnel[9]

Indicator

Percentage of employees who have received sustainable development training

Target

50% of targeted personnel by March 2013

This year's result

74% of targeted personnel[10] received sustainable development training

9. Essential activity under the *Government Sustainable Development Strategy 2008-2013*.

10. The targeted personnel number 1,262 persons (managers and unionized professional, technical and office employees).

- The "Introduction to Sustainable Development" online training course was launched.
- A Sustainable Development Week was held in April, during which reusable glasses were given to all administrative centre employees. The employees were also informed of the health benefits of regularly drinking water.
- Information booths were set up as part of National Environment Week in order to present the various projects under way to add value to glass.
- The Semaine québécoise de réduction des déchets was organized to remind employees of the importance of 4R-D (reduction, reuse, recycling, recovery and disposal) and to distribute the findings of the latest residual materials characterization study.

Area of intervention: Communication

Government objective retained:

Make people increasingly aware of the sustainable development concept and principles. Promote knowledge and experience sharing in this area and assimilate the knowledge and know-how facilitating its implementation.

Action

Inform the target audiences of the SAQ's achievements in sustainable development

Indicator

Level of agreement (%) with the statement that the SAQ is concerned about sustainable development

Target

60% of the general public

This year's result

71% of those surveyed

- The *Here's to a healthy planet* newsletter was published in February and September 2012 and February 2013.
- A significant innovation in glass processing at sorting centres was announced by the SAQ–Tricentris partnership. The project aims to build on the glass processing successes achieved by selective collection (April 2012).
- Sustainable development was given prominence at the *Rendez-vous des gestionnaires* meeting: a video and a speech by the vice-president responsible for sustainable development (April 2012).
- Pages devoted to sustainable development appeared in *Tchin Tchin* magazine (April and July 2012).
- The Responsible Procurement Policy was distributed (May 2012).
- Information was provided on the glass mulch test at the administrative centres (July 2012).
- Features on locally made products were aired on the "Par-dessus le marché" television program on the V chain (fall and winter 2012).
- The 2012–2015 Sustainable Development Action Plan was published (January 2013).
- Advertisements:
  - *ARQ Info*: "La SAQ à l'heure du LEED !" (April 2012)
  - *Voir vert*: "Valorisation du verre : Saviez-vous que ?" (June 2012)
  - *Novae*: "Valorisation du verre : Saviez-vous que ?" (June and October 2012)
  - *Quorum*: "Valorisation du verre : Saviez-vous que ?" (February 2013)
- Sales ethic:
  - Company posters in outlets (mid-May to mid-June and September 2012)
  - Company ads in *Exquis* magazine and the Operation Red Nose directory (December 2012)
- The 2011–2012 Sustainable Development Report was published as part of the SAQ's 2012 annual report.

Area of intervention: Employees

Government objective retained:

Continue developing and promoting a culture of prevention and define conditions that are beneficial for health, safety and the environment

Action

Optimize occupational health and safety management

Indicator

Implementation (%) of the optimization plan

Target

100% of the plan by 2014

This year's result

74% for the overall project and 100% for the fiscal 2012 2013 initiatives

- Based on a risk assessment and the determined tolerance threshold:
  - Risk analysis was performed on more than 21 tasks in three of the organization's divisions;
  - A corrective action plan was developed for all tasks whose risk assessment was above the tolerance threshold.
- More than 1,200 employees actively took part in one of the following training sessions:
  - Safe load handling;
  - Dealing with problem customers;
  - Managers and occupational health and safety (OHS).
- A corporate governance structure for OHS:
  - The SAQ's OHS performance and results were reviewed quarterly to ensure the efforts and continuous improvement of prevention actions are being maintained;
  - Development and updating of some 15 safe work procedures in Logistics and Distribution.
- The company's OHS performance was measured using key indicators:
  - First complete year in which the work accident frequency and severity database was up and running. The data will allow the SAQ to measure one of the aspects of its work accident prevention performance and to compare itself against similar companies that are leaders in the field.

Area of intervention: Community

Government objective retained:

Increase citizens' involvement in their community

Action

Encourage employees' social involvement

Indicator

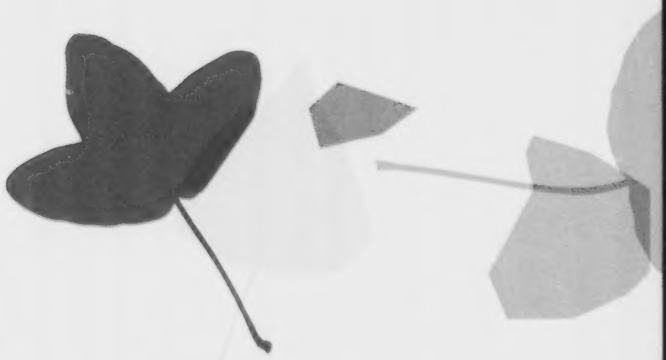
Participation rate
(compared with the number of places available for an activity)

Target

Increase the participation rate from the preceding year

This year's result

33% participation rate[11]



11. In fiscal 2011–2012, the participation rate was 32%.

- A volunteer activity was organized with The Chef Table in six regions of Quebec. Participants prepared the dry ingredients for a nutritious soup mix packaged in jars and donated to families in need. Some 150 persons helped prepare a total of 4,460 jars of soup mix.

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